

# Jurnal Rev2

*by I Sidharta*

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# PERCEPTION OF JUSTICE AND COMMITMENT: CROSS-SECTIONAL SURVEY ON OUTSOURCING EMPLOYEES IN BANKING SECTOR, BANDUNG, INDONESIA.

## Abstract

This research aimed to see how organizational justice and organizational commitment affected employee satisfaction. Employees of four banking organizations in Bandung, West Java, made up the research population sampled using simple random sampling with as many as 200 participants. The data was analyzed using a component-based structural equation modeling (SEM). The findings revealed that organizational justice impacts both organizational commitment and employee happiness at the same time. However, when looked at more closely, organizational justice has varied effects on organizational commitment and employee happiness. For example, organizational justice substantially impacts emotional commitment but has little effect on normative commitment. Furthermore, distributive justice has little effect on emotional commitment, although procedural justice and interaction justice significantly impact it.

**Keywords:** organizational justice; organizational commitment; employee satisfaction

## INTRODUCTION

Current business conditions present a new challenge for businesses in various industry sectors. The decline in national economic growth, the global economy remains fragile, and the increase of free trade becomes the factors that need to be taken by businesses in every new challenge for businesses in various industry sectors. To still exist in the market competition, the industry must have excellent readiness. Increased efficiency is a must, including focusing on supporting increased competitiveness. Increasingly complex challenges in the market make every company focus on the core of the business.

Business opportunities are often unable to reach only due to limited internal resources that the company should do to win the business competition. Based on this, it raises a question, namely, what strategy will give victory in business competition and be able to achieve the company's vision and mission with limited internal resources. Outsourcing can be used due to limited human resources within the organization so that the strategic use of resources from outside the organization will come efficiently.

Business strategy using outsourcing systems should formulate carefully so that the intended use of outsourcing will add value for business success. Based on Regulation No. 19 In 2012 and Circular No. SE.04/Men/VIII/2013 on In the regulation, it can see that there are only four jobs that may outsource, namely (1) work that supports daily operations, (2) management work that has specific job details such as IT, HR and legal, (3) also work requiring special skills and (4) jobs that provide services for employees such as insurance.

To increase the organization's effectiveness in the company, management must pay attention to several issues regarding the organization's resources. Organizational resources in this focus are workers as one of the organization's assets that need to consider to produce a compelling performance. (Sidharta & Lusyana, 2015) A way to set effective employee performance is to pay attention to issues of fairness in an organization. In their research, Loi & Foley (2006) stated that procedural and distributive justice have a significant contribution to the development

of perceptions. POS support and its influence show as a variable that mediates organizational commitment. In comparison, Chen et al. (2010) stated a significant influence between time and distributive justice on job satisfaction and organizational commitment. Furthermore, Givarian and Farkoush (2012), based on the results of their research, showed a positive and significant influence between organizational justice and organizational commitment.

Further results of a study conducted by Mortazavi and Shirazi (2010) that factors affecting organizational commitment by In-depth interviews in a large regional electric power company identified. Eight job factors influence organizational commitment, including organizational reputation, the competence of a manager, managerial support, fairness in an organization, values contained in an organization, and reciprocity on a commitment, job satisfaction, and security provided at work. Moreover, Al-Zu'bi (2010), in his research conducted on an electrical, industrial company in Jordan where the results of his research showed a significant and positive influence on organizational justice and job satisfaction. Then Karakus et al. (2014), based on the results obtained, showed positive results between perceptions of fairness to organizational commitment mediated by a partial effect on job satisfaction and harmed burnout which was mediated fully on job satisfaction.

Problems related to organizational justice that some employees feel in a company that has a considerable impact on organizational achievements such as commitment and job satisfaction require further research and deeper exploration of the relationship between organizational justice and organizational commitment and satisfaction. Work where this is important as material to add insight and knowledge related to the relationship between the three variables. Another thing that makes this research necessary is that there is no previous research that examines outsourcing in companies engaged in banking that explores organizational justice on organizational commitment and job satisfaction in the sector of companies engaged in banking. The problems described previously explained that the formulation of the problem to be carried out in this study is how justice and organizational commitment affect employee satisfaction. Therefore, the purpose of this research is to see the extent to which organizational justice and organizational commitment affect employee job satisfaction.

The outcome predicted for the aspects of science; these results are helpful to enrich the empirical findings on issues of organizational justice, organizational commitment, and employee satisfaction outsourcing. For practical objectives, the results of this analysis can demonstrate helpful knowledge for the requirement of information on organizational justice and satisfaction. The study could encourage further research to find other dominant variables associated with organizational justice, organizational commitment, and satisfaction, especially in outsourcing.

## LITERATURE REVIEW AND RESEARCH MODEL

### Organizational Justice

In the modern era like today, there are so many developments related to organizational studies, one of which is about organizational justice, which is currently always a phenomenon that is often highlighted as an essential thing that needs to be studied more deeply. Organizational justice has a broad perspective and is not limited to the norms that apply in the company but further to the profound aspects that must create within an organization. In principle, organizational justice can see as a justice that must achieve in an organization. (Mowday et al., 1979)

#### 1 Distributive Justice

Distributive justice refers to people's perception of justice on how awards and other valuable results distribute within the organization. Distributive justice is related to the motivation theory of equality that takes a holistic view of the distribution of awards, not only comparing one

person to another. (Moorhead & Griffin, 2013) Perception of distributive justice affects the satisfaction of individuals with a variety of work-related outcomes, such as tariffs, employment, recognition, and the opportunity to move forward. (Diab, 2015) The more fair people see awards distributed, the more satisfied they are with the award, the more unfair they see the rewards distributed, the more dissatisfied they are. Al-Zu'bi (2010) In addition, individuals who feel that the award does not distribute equitably can be inclined to attribute these injustices with abuse of power or political agendas.

#### Procedural Justice

Another form of organizational justice is essential procedural fairness, the individual's perception of justice which is used to determine the outcome. (Moorhead & Griffin, 2013) For example, an employee's performance evaluate by someone very familiar with the work. In addition, the assessor clearly explains the basis of the evaluation and then discusses how the evaluation will transform into a promotion or pay increase. The individual will probably see this as a series of procedures of justice. (Meyer et al., 1993) When workers perceive a high level of procedural fairness, they are more likely to be motivated to follow the rules and receive relevant results as justice. (Givarian & Farkoush, 2012) However, suppose employees perceive a higher procedural unfairness. In that case, they tend to withdraw from the opportunity to participate, are less concerned with the rules and policies, and view relevant results as injustice.

#### Interaction Justice

Interaction justice relates to how the people see justice in terms of how they are treated by others in their organization, as an employee is treated superiors with dignity and respect. (Moorhead & Griffin, 2013) If the employer provides information on time, always be open and honest in his dealings with subordinates. The subordinate will express a high level of interpersonal justice. However, suppose the superiors treat subordinates with disdain and lack of respect and withhold vital information, and are often ambiguous or dishonest in dealing with subordinates. In that case, the subordinates will experience greater interpersonal injustice. Perceptions of interpersonal justice will primarily affect the individual's feelings against those with whom he interacts and communicates. (Chen et al., 2010) They will reciprocate if they experience interpersonal justice by treating others with respect and openness. However, if they experience interpersonal injustice, in return, they may be less respectful and less inclined to follow the directives of their leaders.

#### Organizational Commitment

Organizational commitment appears in line with the competitive environment faced by the business. The problem is that the individual's commitment to the organization is voluntary and personal, so it can not be imposed; therefore, each organization member can freely withdraw the commitment. The study conducted by Mayer and Schoorman (1992) by Mayer and Schoorman (1992) stated that the theory related to commitment based on the theories put forward by Porter, Steers, Mowday, and Boulian. In this case, Mowday et al. (2002) state that organizational commitment is an action taken by a person in an organization where he or she engages in certain activities with evident characteristics such as the desire to stay in the organization, the desire to give their best ability to achieve organizational goals and accept everything. Form the goals and values that exist in an organization. Newstrom and Davis (2002) explain that organizational commitment is an act that accepts all forms of goals and values contained in the organization, a desire to improve abilities and complicated efforts to assist in achieving goals, and has a strong desire to survive on the organization. Robbins and Judge (2007) in a book provide an explanation related to commitment where organizational commitment is a form of the attitude taken by an employee in identifying a particular organization and the goals to be achieved by the organization desire in a person to stay in the organization for an extended period. Meyer et al. (1993) go on to say that organizational commitment can be divided into two types: (1) affective commitment, which demonstrates

emotional attachment and identification of individual members with the organization's values and goals, and (2) behavioral commitment, which demonstrates a behavioral commitment to the organization's values and goals. Behavioral commitment is divided into continuance commitment, i.e., the desire to advance the organization's members in exchange for the sacrifice or loss that would be incurred if the organization were to dissolve; and normative commitment, i.e., the appraisal of whether fellows feel any responsibility or condition to remain a constituent of the organization.

Regarding the issues above, Mowday et al. (2003) give the detailed explanation that commitment helps provide at least four results related to the effectiveness and performance, namely.

workers who demonstrate a high commitment to the organization has the possibility of much larger to show high levels of participation in the organization may improve its performance, have the stronger desire to keep working on the present organization and can continue to contribute to the achievement of objectives,

fully involved in their work because they work is a mechanical key and individuals channel to contribute to the achievement of organizational goals,

Willing to put much effort into the interest of the organization.

Ivancevich et al. (2002) concluded that research proof suggests that the absence of commitment can facilitate managerial effectiveness. Beliefs about the importance of commitment regarding the improvement of organizational performance through the performance of the employees and organizational effectiveness seem consistent with several studies conducted by experts. Organizational commitment is an attitude or attachment psychologically between the individual members of the organization, which is characterized by belief and acceptance of the goals and values of the organization, which is called practical commitment, the desire to promote the organization, called the term of commitment, and the passion to remains a constituent of the organization (Mowday et al., 2003). As an attitude, organizational commitment affects the dependent variable, which is the performance of the employees in an organizational environment where employees work (Pierce & Dunham, 1987). Individual commitment to the organization is associated with individual characteristics, job characteristics, and work experience (Steers, 1985).

## **Framework and Hypotheses**

### **The Influence of Organizational Justice toward Organizational Commitment**

Organizational justice will increase organizational commitment through the perception of employees (Loi et al., 2006). It has been stated that the relationship between organizational justice and organizational commitment has a positive effect (Karakus et al., 2014). According to Steers (1985), a detailed explanation of the benefits of commitment to the organization as follows: we can expect that commitment to help to provide at least four job results that shows a high commitment to the organization have a much greater likelihood to show high levels of participation in the organization. So can improve its performance and then have the stronger desire to keep working on the present organization and involved in their work and ultimately willing to put much effort for the organization's interest.

(Mowday et al., 1979). So with the organizational justice perceived by employees can foster organizational commitment, which ultimately can improve employee satisfaction, which can improve the organization's effectiveness (Diab, 2015).

**H1**, High distributive justice would lead to more increased affective commitment.

**H2**, High procedural justice would lead to more increased affective commitment.

- H3**, High interaction justice would lead to more increased affective commitemnet.
- H4**, High distributive justice would lead to more increased normative commitemnet.
- H5**, High prodecural justice would lead to more increased normative commitemnet.
- H6**, High interaction justice would lead to more increased normative commitemnet.

**The Influence of Organizational Justice toward Employee Satisfaction**

Employee satisfaction obtains if there is a match between employees' expectations with the fact that acquired in the workplace, while job dissatisfaction will arise when employee expectations are not met. So employee satisfaction is a combination of needs with several expectations derived from the environment. Therefore, employee satisfaction would be obtained if satisfaction factors are equal, and dissatisfaction will arise if acquired from the environment is significantly less when compared to the level of individual needs. According to Robbins (2003), four factors are conducive to the level of high employee satisfaction, namely: (1) work that is mentally challenging, (2) the reasonable remuneration, (3) supportive working environment conditions, and (4) supportive colleagues.

The studies found that job satisfaction increases when leaders can understand and be friendly, recognize good performance, listen to employees' thoughts, and offer individual interest. (Yaghoubi et al., 2012) Fair payment is based on job demand, individual skills, and standardized payment society generate employee satisfaction.

- H7**, High distributive justice would lead to more increased employee satisfaction.
- H8**, High prodecural justice would lead to more increased employee satisfaction.
- H9**, High interaction justice would lead to more increased employee satisfaction.

Based on the discussion above, the framework of our research can be described as follows :

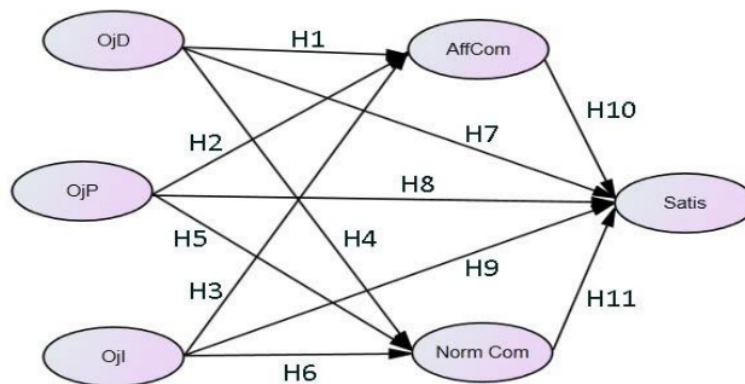


Figure 1. Research framework

**RESEARCH METHOD**

In this study, the analysis carried out is to analyze the banking industry in the city of Bandung, West Java, Indonesia. In this study, the respondents were employees in the banking sectors in the Bandung city area with a simple sampling method. The research procedure in determining respondents in this study is to determine the response from the banking sector in the city of Bandung. The sample in this study are 200 respondents. The hypothesis test uses structural equation modeling (SEM), which is one approach that examines multivariate series dependence

associations between variables. At the same time, the data processor uses the program WarpPLS 5, a statistical program package for structural equation modeling. In this study, the data was gathered using a questionnaire. In the distribution of research instruments carried out, it was distributed to 225 respondents, namely employees who work in the banking sector in the city of Bandung, but from the results of research and data collected there were only 200 research instruments that were returned and filled out. In this study, the research instrument was intended to obtain information and responses from respondents with. In this study, the weighting was based on a Likert scale with seven Likert points starting from very unimportant to conditions indicating very important. The parameters of organizational justice domains included in the survey were distributive justice (OjD), procedural justice (OjP), interaction justice (OjI), affective commitment, normative commitment, and employee satisfaction.

The research instrument of organizational justice was adopted from a study by Niehoff & Moorman (1993) and adopted by Taner et al. (2015), with modifications related to our analysis. The research instrument of organizational commitment adopted from Meyer & Allen (1997) and the instrument of employee satisfaction was adopted from The Minnesota Satisfaction Questionnaire (MSQ) by Weiss et al. (1967) was developed by Martins & Proença (2012) and Mgaiwa (2021).

In calculating the data analysis, researchers use techniques using Structural Equation Modelling (SEM). In addition, component-based Partial Least Squares (PLS) uses to conceive a theory for prediction objectives regarding organizational justice, organizational commitment, and employee satisfaction on outsourcing in the banking sector in Bandung.

Based on measurement predictions with the nature of convergent validity, i.e. size of reflective individual correlated with value of the loading greater than 0.5, which is a measure by the Partial Least Squares method (Chin, 1988). A feasible method to determine the value discriminant validity is to compare the square root of the AVE from separately constructed in the measure with the correlation between the constructs in the sample. For example, suppose the significance AVE is greater than the correlation between the constructs in the sample. In that case, it has good validity if the value of AVE is greater than the weight of the correlation between the constructs (Fornell & Larcker, 1981). In addition to Stone-Geiser Q-square test to assess the predictive p-value for the dependent construct, the structural models were also evaluated based on relevance and significance scores for the parameters. The researcher used a statistical examination of the data by joining respondents' data and involving convergent validity, discriminant validity, and significance tests. Counting results showed that all indicators calculate with a loading value above 0.5. (Kock, 2012)

## RESULTS AND DISCUSSION

### Respondents Characteristics

Characteristics of respondents are that most of the respondents were male (56%) and 26-30 years above (46%). In the time of years in working, most respondents (73%). See Table 1 for details.

Table 1. Characteristics of Respondents

Characteristics	percent
Gender	Male 56

	Female	44
Age	under 25 years	23
	26 – 30 years	46
Time of Working	Up to 30 years	31
	1 - 2 years	73
	3 - 5 years	27

### Data Analysis

In addition to convergent validity, discriminant validity, and significance tests, the data collected from respondents were entered into a database. Based on the counting results, all the indicators met the loading value of greater than 0.5, thus passing the qualification to move forward with further testing as show in table 2.

Table 2. Result of Average Variance Extracted (AVE), Composite Reliability (CR) and Cronbachs Alpha (CA)

	AVE	CR	CA
Distributive Justice	.678	.873	.817
Procederal Justice	.672	.889	.850
Interaction Justice	.594	.853	.806
Normative Commitment	.568	.794	.720
Affective Commitment	.533	.760	.713
Satisfaction	.622	.813	.730

All have a Cronbach's alpha above 0.6 and the average variance extracted and results of composite reliability greater than 0.7. While results adjusted R squares as shown in the following table.;

Tabel 3 Value of R Squares adjusted

	R-Squares	R-Squares Adjusted	Q-Squared	GoF-Tenenhaus
Affective Commitment	.053	.038	.063	small
Normative Commitment	.059	.045	.062	small
Satisfaction	.279	.261	.305	medium

As a result of calculating regression analysis with WarpPLS 5.0, the P values of structural models obtained in Table 2 and Figure 2 are in agreement with those shown.



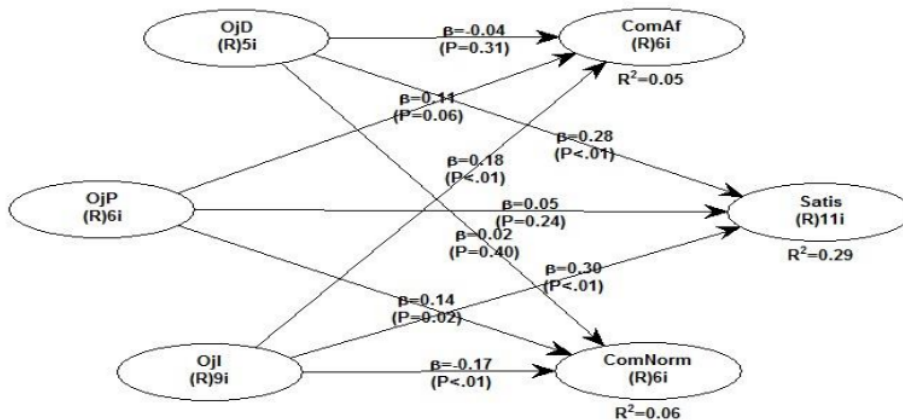


Figure 2. Result of calculating

### Results of Hypothesis Testing

From the calculation of the data, the researcher tested the hypothesis proposed previously. The calculation results show the coefficient value with the p-value and the results of the research hypothesis decisions.

Table 4. Result of the research hypothesis decisions

Path	Coefficient Value	P Values	Decision
OjD → Affective Commitment (H1)	-.035	.305	Reject
OjP → Affective Commitment (H2)	.110	.057	Accept
OjI → Affective Commitment (H3)	.176	.005	Accept
OjD → Normatif Commitment (H4)	.019	.395	Reject
OjP → Normatif Commitment (H5)	.145	.018	Accept
OjI → Normatif Commitment (H6)	.171	.007	Accept
OjD → Satisfaction (H7)	.289	.000	Accept
OjP → Satisfaction (H8)	.014	.422	Reject
OjI → Satisfaction (H9)	.314	.000	Accept

Table 3 shows the path coefficient of organizational justice, organizational commitment, and employee satisfaction. The calculation results from p-values that lower than significant levels are interactional justice toward commitment and organizational justice toward employee satisfaction.

(1) Organizational Justice toward Organizational Commitment, distributive justice toward affective commitment has a path coefficient of -0.035 with a p-value of 0.305. The results of the p-value are more significant than the significance level of 5 %, so the distributive justice does not significantly influence affective commitment. The results of this analysis contrast with Taner et al. (2015), who conducted the research at the state university of Turkey that demonstrates that distributive justice has a significant influence on affective commitment. These results indicate that employee perception of outsourcing in the company feels that the lack of fairness in the award and the results they have achieved. The results are consistent with

Faye and Long (2014) According to this researcher, public sector employee behaviors were not significantly affected by the perception of their jobs.

Procedural justice toward affective commitment has a path coefficient of 0.110 with a p-value of 0.057. The results of the p-value are lower than the significance level of 10%, so procedural justice significantly influences affective commitment. The outcomes are compatible with studies performed by Wang et al. (2010) stated that procedural justice significantly influences affective commitment in China. This may imply that outsourcing employees already feel getting just in determining the results. Employees already feel that their performance has been evaluated by a competent person with the work they are doing so improve their affective commitment. These results corroborate research conducted by Yaghoubi et al., (2012) in Iran on employees of Furniture Manufacturing Company which suggested that there was a positive association procedural justice and job satisfaction.

Interaction justice toward affective commitment has a path coefficient of 0.176 with a p-value of 0.005. The results of p-value lower than the significance level of 5%, so the interaction justice significantly affects affective commitment. Outsourcing employee felt it was treated well in the organization so that employees have a good affective commitment. A study conducted by Joo and Park (2010) stated that an organization's commitment could shape employee attitudes. Fu and Deshpande (2014) examined employee behavior, organizational commitment, and employee satisfaction in an insurance company in China. They found that employee attitudes are affected by job and organizational commitment perceptions.

Distributive justice toward normative commitment has a path coefficient of 0.110 with a p-value of 0.057. The results of the p-value are lower than the significance level of 10%, so procedural justice significantly influences normative commitment. The results agree with studies conducted by Wang et al. (2010), which states that distributive justice significantly affects normative commitment. This may imply that employees already feel distributive justice so as to generate normative commitment.

Procedural justice toward normative commitment has a path coefficient of 0.110 with a p-value of 0.057. The results of the p-value are lower than the significance level of 10%, so procedural justice significantly influences normative commitment. The results are consistent with studies conducted by Wang et al. (2010) stated that procedural justice significantly influences the best predictor in work performance.

Interaction justice toward normative commitment has a path coefficient of 0.176 with a p-value of 0.005. The results of the p-value are lower than the significance level of 5%, so the interaction justice significantly influences normative commitment. According to research conducted by Joo and Park (2010), employee attitudes can shape by organizational commitment. Organizational commitment and job satisfaction can influence employee attitudes. These effects are compatible with Givarian and Farkoush (2012), who stated the relationship between the interactive justice by the employees and their commitment to the organization is significant on the employees of the University of Medical Sciences of the province of Lorestan.

(2) *Organizational Justice toward Employee Satisfaction*, Distributive justice toward employee satisfaction has a path coefficient of 0.289 with a p-value of 0.000. The results of p-value lower than the significance level of 5%, so distributive justice significantly influences employee satisfaction. These outcomes support research by Oh (2013), who conducted research in the Public sector of South Korea, which stated that distributive justice significantly influences employee satisfaction at work. According to Falkenburg and Schyns (2007), the attitude of employees has a significant influence on job satisfaction.

Procedural justice toward employee satisfaction has a path coefficient of 0.014 with a p-value of 0.422. The results of the p-value are more significant than the significance level of 5%, so procedural justice does not significantly influence employee satisfaction. Research by Najafi

et al. (2011) also proves that organizational justice directly affects employee satisfaction. Similarly, Joo and Park (2010) concluded that employee job satisfaction is positively influenced by organizational commitment. Moreover, additional research conducted by Slack and colleagues (2010), who studied 900 companies in the United States, found that the organization's vision influenced employees' perception regarding their work, which, in turn, caused employee behavior to influence work satisfaction. The findings back with Millner (2010) Harlee's findings that work perception has a major impact on employee satisfaction. Interactional justice toward employee satisfaction has a path coefficient of 0.314 with a p-value of 0.000. The results of p-value lower than the significance level of 5%, so the interactional justice significantly influences employee satisfaction. The results support the research conducted by Wang et al. (2010) that stated interactional justice is the best predictor in work performance. The results also supported a study guided by McNeese-Smith (1996), which remarks that the positive behavior of employees has an influential impact on employee satisfaction. Al-Zubi (2010) did additional study on the employees of a variety of Electrical Industrial Companies in Jordan, finding a good link between organizational justice and job satisfaction. Al-Tit and Suifan (2015) discovered that workers' views of work have a major impact on their behavior, which leads to increased employee satisfaction.

(3) *Organizational Commitment*, the simultaneous effect of affective commitment on organizational justice have had results of *R square adjusted* 0.038. While the simultaneous normative commitment influence on organizational justice have had results of *R square adjusted* 0.045. Based on Tenenhaus GoF criteria means that the influence of structural organizational model of a small commitment. Thus we can say that the simultaneous effect of organizational justice on the affective commitment is 3.8% while toward the normative commitment of 4.5%. The findings backed up research by Lau et al. (2002), which found that organizational commitment impacts worker attitudes and satisfaction. Furthermore, Al-Tit and Suifan (2015) discovered that employees' perceptions of work significantly impact their behavior, which increases employee satisfaction. Diab (2015) stated in the Ministry of Health Hospitals in Amman organizational commitment is directly related to work routine and job satisfaction.

(4) *Employee Satisfaction*, the simultaneous influence of organizational justice towards employee satisfaction have had results of *R square adjusted* 0.261. Base on Tenenhaus GoF criteria means that the influence of structural model of employee satisfaction is medium. The influence of structural model of employee satisfaction is medium. And can be interpreted that the simultaneous effect of organizational justice on employee satisfaction is 26.1%. The results also supported research conducted by Lau et al., (2002) which states that the effect on the organization's commitment to employee satisfaction, as well as research conducted by Shieh (2014) demonstrates that an organization's dedication has an influence on workers' perceptions of their jobs.

## CONCLUSION, RECOMMENDATION AND LIMITATIONS

The results showed that organizational justice employees simultaneously affect organizational commitment and employee satisfaction. However, the study result seeks; further, organizational justice partially has different influences on organizational commitment and employee satisfaction. Organizational justice on affective commitment has significant influence but no significant effect on normative commitment. This result means outsourcing employees commit to promoting the organization, but they do not feel confident of remaining a part of it. Furthermore, distributive justice does not significantly affect affective commitment, while procedural justice and interaction justice significantly influence affective commitment. It shows that the higher the procedural justice, perceptions of fairness interpersonal higher

employees' desire to promote the organization because employees outsourcing feel treated relatively; however, on the other hand, there is no influence between distributive justice and affective commitment. It showed no influence perceptions of distributive justice as recognition, a chance to advance against the wishes of employees outsourcing to promote the organization. That distributive justice in the company has not gone well, so it does not affect the affective commitment of employees while procedural justice and interaction justice has been running well so can lead to affective commitment. Similarly, normative justice that significantly influenced by procedural justice and interaction justice but is not significantly influenced by distributive justice.

Employee satisfaction as a whole is affected by organizational justice and organizational commitment. Partially employee satisfaction is influenced by distributive justice and interaction justice but not significantly by procedural justice. This result indicates that employees will feel satisfied if distributive justice and interpersonal fairness distribute well, but procedural fairness does not affect employee satisfaction. This situation may imply that employees are satisfied with distributive justice and interaction justice but do not feel satisfied with procedural justice; this is understandable due to outsourcing employees feeling burdened with the procedures that run in the company. Then affective commitment significantly affects employee satisfaction, but normative commitment did not significantly affect employee satisfaction. This result may imply that affective commitment may mediate organizational justice in boosting employee satisfaction while normative commitment can not mediate organizational justice in improving employee satisfaction. So it needs attention by the top managers of the company to make improvements in providing organizational justice to employees of outsourcing which is expected to improve organizational commitment that can increase employee satisfaction. This implies that the requirement for improvements in delivering organizational justice will lead to an organizational commitment to increase employee happiness while also increasing job performance. There are some limitations to the research paradigm of organizational justice, organizational commitment, and employee happiness in this study. More research is needed to incorporate several characteristics that impact employee happiness, such as gender, demography, the complicatedness of the organizational arrangement, and reward and punishment to produce a more comprehensive picture.

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